



SUNY RESEARCH FOUNDATION

2022 OPERATING PLAN

June 2021



Summary:

In compliance with the 1977 Agreement between the RF and SUNY, and guided by the RF's mission, vision, values, and Strategic Plan, the RF issues an annual Operating Plan and Budget for the fiscal year.

For Fiscal Year 2021, there were many unknowns facing SUNY and the RF given the COVID-19 pandemic, which meant that RF operations needed to be even more agile in response while facing uncertainties with continuity of its revenue streams. In response, RF Central Office adopted a contingency budget of savings of 10% over the previously anticipated budget. Due to uncertainty of funding at the campuses and the impact of state and federal budget decisions on the campuses, the RF held the contingency budget for the entire year. The RF's Fiscal Year 2022 Operating Plan and Budget are presented here and maintain 80% of the savings implemented in the contingency budget from FY 2021.

As with the previous year, this year's Operating Plan and budget are presented again with the full understanding by leadership that we must continue to anticipate contingencies and change. As our post-pandemic "new normal" emerges, SUNY and the RF will face unprecedented challenges for its respective workforces. For example, several campus Operations Managers have noted their challenges with staff recruitment and retention as workers re-evaluate their priorities for work-life balance, commuting vs. working remotely, and other considerations. In response, the RF Central Office has already implemented several cross-departmental efforts to address these challenges. These include over 70 virtual learning and development programs for the enterprise; practical trainings on the "Future of Work;" Elevation Series Master Class for RF/SUNY managers; campus design teams to review teleworking practices and individual campus sessions on succession planning and leadership development. In addition, many of the projects we have been working on the last several years (for example, PACS, Oracle Upgrade, Cloud Migration, Campus Operations Profiles) have provided us a strong foundation to explore integrated services to decrease compliance risk and address the changes in the SUNY landscape (e.g., personnel retirement and/or attrition, reduced revenues, etc.).

The RF continues to look forward to next year investing in our IT systems and looking for areas to drive automation, efficiency and integration.



FY21 Carry-Over Projects

Priority Level 1: Compliance / Infrastructure

| Project Name | Description |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cloud Migration and EBS Upgrade | This project is multi-faceted to include the following key components: <ul style="list-style-type: none"> • Migrate the RF's enterprise and supporting applications from two existing campus-based data centers to Oracle Cloud. • Migrate applications from AIX-based hardware and software to Linux-based solutions. • Upgrade Oracle Enterprise Business Suite from version 12.1.3 to 12.2.9. • Implement Single-Sign-On (SSO). • Decommission Oracle Portal. |
| Lease Accounting | FASB Lease Accounting Update required to be implemented by year-end June 30, 2023. |

Priority Level 2: Strategic

| Project Name | Description |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Unrelated Business Income Tax (UBIT) Mock Audit | <ul style="list-style-type: none"> • This project will move forward with legal assistance to review current risk factors for Unrelated Business Income (UBI) and Unrelated Business Income Tax (UBIT) by evaluating campus activities. |



FY22 New Projects

Priority Level 1: Compliance / Infrastructure

| Project Name | Description | Supports Goal(s) |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| PACS Agreement Module Upgrade | This project would bring the current version of the Pre-Award and Compliance Systems (PACS) Agreements Module up to a more recent version of the Huron Research Suite Software. At present, the Agreements module is thoroughly utilized by all campus locations. The other modules (6 in total) of the system are the oldest, still using one of the earliest versions, 1.1 of the products. This project aims to bring this version up to the current version 9.2. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |
| PACS Portal 10 Upgrade | This project would bring the current version of the PACS Portal framework of the tool to 10.0 and any "on upgrade roadmap" modules up to 10.0 levels. The objective to upgrade the Portal framework to 10.0 is to ensure continued SF424 system-to-system submission capability to Grants.gov. However, most notably, it will set the enterprise up to adopt the expected COI module release in the proximal future. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |

Priority Level 2: Strategic

| Project Name | Description | Supports Goal(s) |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Jaggear Implementation for Central Office and VCRED | The Jaggear procurement tool's implementation for central office and Vice-Chancellor Research Economic Development (VCRED) will streamline the procurement and approval processes and enable central office AP/Purchasing staff to assist other campuses utilizing the Jaggear tool. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |



| Project Name | Description | Supports Goal(s) |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Learning Management System (LMS) Upgrade to BizLibrary | This project will upgrade the current LMS system with access to a robust learning library. Once upgraded, this new LMS will enhance service and provide more engaging and practical training. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |
| Post Royalties Agreement Enforcement | The FY21 Enterprise Risk Management Dashboard identified loss of royalty income as a top organizational risk resulting from a lack of adequate controls around post-agreement monitoring and third-party compliance. The project will provide a framework for organizing the RF license agreement portfolio, developing proper controls over third-party royalty agreement monitoring, and establishing an audit presence to recover potential loss royalty income. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |
| Evaluate and Automate Components of Nightly Schedule | Automation of the Nightly Schedule has long been a desire of the organization. It eliminates the risks associated with a single night operator performing manual schedule operations that significantly impact the business. This project will automate the nightly program via additional automation events. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |
| Disaster Recovery Improvements | The RF's Disaster Recovery is currently limited to Oracle EBS and its ability to run payroll successfully. This project will document improvements made to the RF's disaster recovery process due to the Cloud Migration & Oracle upgrade project and further expand disaster recovery to SUNY PACS. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |
| Create a Data Strategy | Although the value of information is well-understood, unlocking that value is often a challenge due to the high volume of data and the challenges associated with collecting, organizing, and activating it. Developing a data strategy will help the RF overcome these challenges and access our data's value while efficiently using our resources. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |



| Project Name | Description | Supports Goal(s) |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| IRIS Data Project | This project will consist of subscribing to submission of RF SUNY data to IRIS and getting access to the IRIS data project from other university subscribers (https://iris.isr.umich.edu/). This links research expenditures to research activities and outputs such as patents, federal awards, publications, new business startups, impacts in the local labor market, etc. This provides output measures for SUNY's sponsored program activities and essential information on SUNY's sponsored activities' economic impact. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |
| Analysis of Sponsored Programs Integration Service Model | Responding to campus needs and leveraging the Technology Transfer Integration Service Model, RF CO SPO has been piloting an integrated service model to support pre- and post-award activity for SUNY Purchase and SUNY Fredonia. This project reviews the campus experience to date, and topics to be analyzed include the cost of an integrated service model, operational issues, management challenges, FTE resource utilization, and service delivery improvements. The deliverables of the project will be a set of recommendations and best practices to help other campuses decide if Sponsored Programs Integration is an operating model to be pursued. | Provide Superior Service Maximize Effectiveness Increase Cost Efficiency |

Priority Level 3: Departmental

Each department has identified several projects to support the RF's strategic goals. These projects will continue to be evaluated throughout the fiscal year as we monitor resource constraints and timelines.



Fiscal Year 2022 Budget

The RF Central Office exists to support SUNY faculty, staff, and students at 30 SUNY campus locations as well as programs around the world. Staff at Central Office provide the administrative, legal, financial, regulatory, and technical infrastructure required to manage sponsored programs and technology transfer that otherwise would have to be performed at individual sites, necessitating additional FTEs, equipment, tools, and systems at each location.

The FY 2022 budget was prepared with reference to the FY 2021 Contingency budget, prepared in response to the COVID-19 global pandemic, which included a 10% reduction in spending when compared to the prior year approved Operating Plan. Savings in the FY 2021 Contingency budget were achieved through reductions in each category of spending and from virtually every department. Fiscal year 2021 actual spending will approximate our FY 2021 Contingency budget. FY 2022 budget preserves approximately 8% of FY 2021 Contingency savings. Most of the increase is the addition of critical headcount at Central Office that were delayed due to the pandemic, as well as contractual increases for outside services. Based on campus feedback, the Corporate Salary Plan used at campuses will be up to 2% ATB and up to 1% Discretionary. At Central Office the 2022 budget provides for a 2% cost of living increase in salaries for all central office employees. This compares to 0% in FY 2021. Surpluses remaining at the end of FY 2021 will be used in FY 2022 to complete projects started in FY 2021 and prior years and offset spending in FY 2022. Revenues are expected to decrease slightly in FY 2022 when compared to FY 2021 based upon estimates provided by the campuses. This decrease is almost entirely due to less spending on equipment at POLY.

Systemwide Initiatives will be unchanged when compared to the prior year, with costs primarily for repayment of PACS and completion of the Oracle Upgrade and Cloud Migration projects. The Oracle Upgrade and Cloud Migration project, begun in FY 2020, will be initially funded by the Corporate Reserve and replenished over a six-year period. Since Central Office operations have resulted in surpluses in prior years and savings will be used to replenish the Corporate Reserve in FY 2022, thus reducing the amount to be assessed to campuses while maintaining a six year pay back.

SUNY Strategic Support will grow by approximately 3.6% in FY 2022, totaling \$3.0 million as compared to \$2.9 million in FY 2021 and is tied directly to a three-year weighted average of revenue generation at the campuses.

The fringe rate will decrease from 41.0% in FY 2021 to 39.5% in FY 2022.



The following tables provide a reconciliation of the Board Allocated Uses of Funds to the funding of the Central Office budget.

| | 2021 Plan | 2022 Plan |
|----------------------------------------------------------|----------------|----------------|
| | (in millions) | |
| <i>Funding of Central Office Budget</i> | | |
| Campus Funds for CO Operation | \$ 22.6 | \$ 23.1 |
| Campus Funds for Initiatives & External Borrowing | 1.1 | 1.1 |
| Campus Funds for Campus Services | 0.7 | 1.0 |
| Total Campus Funding | \$ 24.4 | \$ 25.2 |
| <i>Central Office Budget Expenses</i> | | |
| Salaries and Fringe Net of Reimbursements | \$ 15.8 | \$ 16.5 |
| Campus Initiatives and External Borrowing | 1.1 | 1.1 |
| IT Including Outsource and Pass Thru | 3.6 | 3.4 |
| Facilities | 0.7 | 0.7 |
| Insurance/Fees | 1.1 | 1.1 |
| Other Costs | 1.4 | 1.4 |
| Total Central Office Operations & Initiatives | \$ 23.7 | \$ 24.2 |
| <i>Campus Services</i> | | |
| Salaries and Fringe | 0.7 | 1.0 |
| Total Central Office Budget Expenses | \$ 24.4 | \$ 25.2 |
| Surplus / (Deficit) | \$ - | \$ - |



Funding the Fiscal Year 2022 Budget

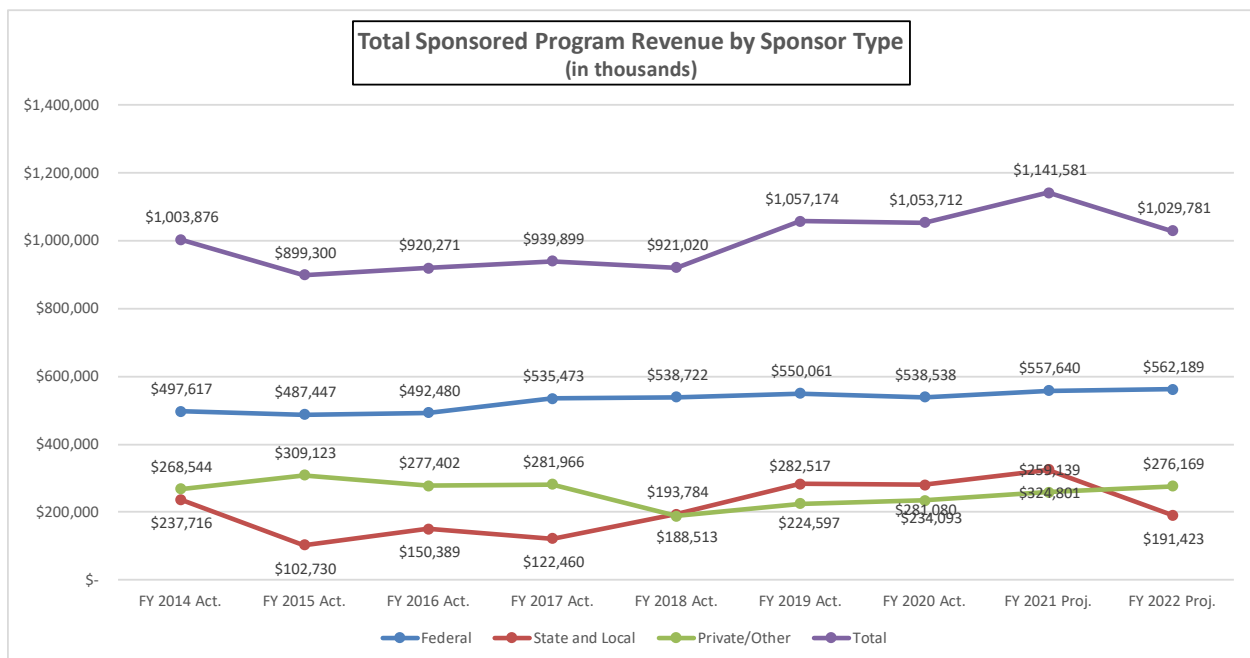
The following table presents campus research, agency and other revenue for each of the periods presented. Projected amounts are primarily based on campus estimates.

| | 2021 Plan | | 2022 Plan | |
|----------------------------------------------------|---------------|----------------|-----------|----------------|
| | (in millions) | | | |
| <i>Direct Funding</i> | | | | |
| Grants and Contracts Direct Costs | \$ | 1,007.3 | \$ | 877.4 |
| Agency Services Direct Costs | | 149.1 | | 157.0 |
| <i>Total Direct Funding</i> | \$ | 1,156.4 | \$ | 1,034.4 |
| <i>Board Allocated Funding</i> | | | | |
| Grants and Contracts Indirect Costs | \$ | 147.1 | \$ | 152.3 |
| Investment Income (gross) | | 23.4 | | 30.6 |
| Fees Paid by Third Parties for Service Centers | | 2.1 | | 3.8 |
| Agency Services Indirect Costs | | 6.0 | | 6.3 |
| Royalties from Licenses (gross) | | 4.0 | | 3.2 |
| Other Campus Activity | | 7.0 | | 9.9 |
| <i>Total Board Allocated Funding</i> | \$ | 189.6 | \$ | 206.1 |
| Total Sources of Funds | \$ | 1,346.0 | \$ | 1,240.5 |
| <i>Board Allocated Uses</i> | | | | |
| Campus Operations and Research Support | \$ | 160.1 | \$ | 175.0 |
| Central Office Operations | | 23.3 | | 24.1 |
| SUNY Strategic Plan Support | | 2.9 | | 3.0 |
| Royalties paid to Inventors (approx. 40% of total) | | 1.6 | | 1.3 |
| Campus Initiatives and External Borrowing | | 1.1 | | 1.1 |
| Investment Advisory Fees | | 0.7 | | 1.6 |
| Total Board Allocated Uses of Funds | \$ | 189.6 | \$ | 206.1 |



Campus Activity

Campus activity consists of grants and contracts direct and indirect costs, investment income, and income from other campus activity such as royalty income, equity distributions, and fees paid by third parties for service centers. Campuses project grants and contracts direct and indirect costs by sponsor type. See below for sponsored program revenue by sponsor type.





Sponsored Program Revenue by Campus

| Campus Name | Actual | | | | | | Projections | |
|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| University at Albany | \$ 82,765,623 | \$ 89,272,408 | \$ 102,993,269 | \$ 92,768,757 | \$ 99,315,425 | \$ 94,722,524 | \$ 79,825,000 | \$ 83,025,000 |
| SUNY Polytechnic Institute (CNSE)* | 257,147,047 | 277,235,420 | 270,875,435 | 12,677,035 | 9,437,732 | 9,730,494 | 9,390,664 | 8,974,238 |
| SUNY Center for Economic Development | | | | 227,998,726 | 342,430,265 | 352,438,486 | 431,000,000 | 309,247,250 |
| Binghamton University | 35,766,187 | 36,737,676 | 39,815,566 | 47,475,298 | 48,569,718 | 46,856,468 | 50,143,470 | 50,143,470 |
| University at Buffalo | 159,338,442 | 167,226,517 | 163,999,848 | 170,417,108 | 178,416,336 | 178,355,771 | 195,020,000 | 199,953,800 |
| Stony Brook University | 168,929,920 | 160,520,047 | 169,248,627 | 180,639,187 | 191,723,351 | 194,511,938 | 193,160,000 | 200,204,400 |
| SUNY Downstate Medical Center | 48,808,159 | 48,434,001 | 47,489,095 | 49,682,917 | 50,022,587 | 48,337,043 | 47,706,489 | 45,236,098 |
| Upstate Medical University | 30,403,671 | 30,816,692 | 33,327,448 | 32,868,096 | 35,056,817 | 35,186,759 | 37,250,692 | 38,173,063 |
| SUNY Brockport | 4,882,813 | 5,217,542 | 5,080,836 | 5,182,313 | 5,220,995 | 5,019,216 | 5,435,316 | 4,053,107 |
| Buffalo State College | 23,445,165 | 23,015,470 | 23,643,089 | 22,654,678 | 13,552,031 | 10,305,336 | 8,693,542 | 8,832,050 |
| SUNY Cortland | 3,348,806 | 2,963,936 | 3,015,737 | 2,914,391 | 2,719,492 | 2,202,942 | 2,880,900 | 2,880,900 |
| SUNY Fredonia | 2,631,538 | 2,653,669 | 2,546,489 | 2,041,925 | 2,006,030 | 2,099,614 | 1,287,250 | 1,560,000 |
| SUNY Geneseo | 1,395,165 | 1,355,397 | 1,301,639 | 1,552,714 | 1,690,534 | 1,453,287 | 1,457,800 | 1,540,000 |
| Old Westbury | 2,827,992 | 1,791,742 | 1,466,845 | 1,754,931 | 2,058,660 | 1,858,069 | 1,980,140 | 1,999,942 |
| SUNY New Paltz | 3,928,425 | 2,614,831 | 2,488,124 | 2,491,789 | 2,679,799 | 2,395,932 | 2,064,847 | 2,103,515 |
| College at Oneonta | 5,464,677 | 5,751,914 | 5,683,716 | 5,963,986 | 5,694,995 | 5,242,810 | 4,816,374 | 5,123,104 |
| SUNY Oswego | 5,719,385 | 4,902,706 | 5,381,634 | 4,754,329 | 4,785,109 | 3,546,247 | 3,209,619 | 3,241,715 |
| SUNY Plattsburgh | 4,436,228 | 4,469,521 | 5,644,903 | 5,985,044 | 5,826,094 | 5,337,992 | 4,925,000 | 4,925,000 |
| SUNY Potsdam | 2,835,521 | 2,947,974 | 3,116,404 | 3,040,888 | 2,560,008 | 2,428,951 | 2,931,600 | 2,983,800 |
| Purchase College | 1,724,193 | 2,018,983 | 1,946,797 | 2,006,686 | 1,694,405 | 1,599,927 | 1,120,750 | 1,344,500 |
| SUNY Polytechnic Institute (SUNYIT) | 1,694,882 | 1,356,326 | 825,204 | 654,252 | 577,154 | 614,081 | 919,090 | 786,881 |
| Empire State College | 1,639,980 | 1,195,008 | 1,078,529 | 1,545,472 | 1,383,636 | 1,791,918 | 1,830,612 | 2,262,350 |
| Alfred State College | 487,855 | 1,306,823 | 1,307,549 | 1,245,416 | 621,489 | 783,902 | 1,359,000 | 1,300,500 |
| SUNY Canton | 1,467,945 | 1,235,132 | 1,325,345 | 1,154,585 | 1,210,078 | 1,242,811 | 1,745,604 | 1,730,597 |
| SUNY Cobleskill | 1,531,788 | 1,586,782 | 1,709,391 | 1,570,276 | 3,122,972 | 2,272,839 | 4,148,150 | 4,183,000 |
| SUNY Delhi | 302,996 | 317,494 | 188,735 | 194,980 | 196,510 | 201,249 | 199,210 | 207,250 |
| Farmingdale State College | 4,658,529 | 3,773,079 | 3,939,079 | 2,941,694 | 3,873,689 | 3,241,625 | 4,926,040 | 4,143,412 |
| Morrisville State College | 1,032,745 | 866,385 | 1,028,049 | 2,229,792 | 1,911,338 | 1,471,961 | 2,839,860 | 2,757,357 |
| SUNY ESF | 16,043,609 | 15,307,676 | 16,618,895 | 14,389,545 | 15,581,724 | 15,822,005 | 16,383,021 | 13,786,775 |
| Maritime College | 886,072 | 239,839 | 768,453 | 301,795 | 279,437 | 163,425 | 18,790 | 27,496 |
| College of Optometry | 3,222,881 | 3,624,982 | 3,046,363 | 2,857,201 | 2,727,173 | 3,063,148 | 2,466,883 | 2,605,817 |
| Sys. Admin - Provost | 20,531,467 | 19,514,777 | 18,997,902 | 17,063,726 | 20,228,755 | 19,413,214 | 20,445,000 | 20,445,000 |
| Grand Total | \$ 899,299,704 | \$ 920,270,746 | \$ 939,898,995 | \$ 921,019,532 | \$ 1,057,174,337 | \$ 1,053,711,983 | \$ 1,141,580,713 | \$ 1,029,781,387 |



Glossary

Agency Services Direct Costs

Campus-related organizations using RF human resources, payroll, and purchasing services (for example, clinical practice plans and campus-based foundations).

Corporate Reserve

The RF maintains and periodically funds a corporate reserve to provide additional liquidity to cover cash flow and contingencies.

Fees Paid by Third Parties for Service Centers

The RF recovers costs from businesses and industries using RF-owned facilities, such as an MRI facility or nanotechnology clean room.

Grants and Contracts Direct Costs

Grants and contracts to faculty researchers and scholars provide direct dollars for expenditures that can be identified with a particular sponsored project. Examples include salaries, supplies, equipment, and travel.

Grants and Contracts Indirect Costs

Grants and contracts to faculty researchers and scholars provide indirect costs for overhead, or "facilities and administrative" costs. Cost recoveries come in the form of reimbursements by sponsors for things that cannot be directly and uniquely assigned to any particular project such as utilities and libraries.

Investment Income

Investment income is projected based upon an assumed average investment balance and a targeted long-term investment return.

Royalties from Licensees

Intellectual property commercialization generates royalties from companies that have licensed RF-owned intellectual property.

Royalties Paid to Inventors

The SUNY Patent Policy dictates that 40-45% of royalties be paid to the inventor of intellectual property.

SUNY Strategic Plan Support

SUNY System Administration receives a formula-based allocation that may be used in support of its strategic plan.